
CHAPTER 3

RECRUITMENT AND EMPLOYMENT

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Introduction

Recruitment is the active search for the best qualified applicants to fill specific jobs. Employment as used in this material deals with a variety of subjects involved in establishing a new employee in a position. Some of the issues may seem unrelated, but collectively they are basic to most personnel systems.

Recruitment efforts should be preceded by a thorough analysis to determine appropriate qualifications for all positions. Both recruitment and job qualifications are discussed in chapter 4 as "Qualification Standards."

Once the decision has been made to hire a particular type of employee and the qualifications have been set, the next step is to identify recruitment sources that will supply the best candidates. A vigorous recruitment effort should be undertaken, even to fill one position, in order to locate the best possible candidates.

Recruitment Methods

The following methods can be used by districts to recruit employees depending on local situations and needs.

What might work well for one position recruitment might be very undesirable for another. The following list, therefore, is in alphabetical order to avoid any notion of ranking.

1. Agencies - Local, State and Federal

The State Conservation Commission and the USDA Natural Resources Conservation Service, as well as other agencies, often receive resumes from individuals seeking employment in the conservation field. An inquiry with the area and state offices may produce some likely candidates for your vacancy. A conservation district that has recently filled a position may have interviewed many, very qualified candidates. A check with them could also prove valuable.

2. Associations, Professional and Trade

The public library has a directory, "National Trade and Professional Associations in the United States," which supplies pertinent data regarding over 6,000 professional and trade associations in the United States and Canada. You may also order this publication through Columbia Books, Inc. Publishers, 777 14th Street Northwest, Washington, DC 20005.

3. Colleagues

Persons who work for other employers but in the same field as the vacancy can suggest sources as well as specific names. They can also share recruitment experiences for similar positions.

4. Conventions

Gatherings of persons with the backgrounds you are seeking can be an excellent source. Some conventions/conferences welcome recruitment while others do not. A small suite in the convention hotel can be a comfortable and private interview room.

5. Current Employees

Current employees tend to be excellent sources for

locating qualified applicants.

6. District Landusers

Potential candidates within your district can often be identified by landusers in your district.

7. Educational Placement Office

These can be at four-year as well as two-year schools. Their service is free and many have active alumni placement offices for experienced persons. The Recruitment and Applicant Services Unit has a directory of most college placement offices.

8. Job Service

Job Service offices offer free recruitment and screening services only if a formal job order is placed. This nationwide service is very helpful and inexpensive. Services provided by the Job Service include:

- a. listing all state openings on public display microfiche
- b. maintaining job announcements, job bulletins and applications readily available for access and use by interested job seekers
- c. screening and directly referring candidates for routine service and entry level clerical jobs they can fill locally.

9. Mailing Lists

This is greatly overlooked, but usually an extremely effective resource. Why place an ad in the print or electronic media when you can send a letter or brochure to every person in the field? Not all licensing bodies and professional associations will supply mailing lists, but most will. They may also break them down into selected groupings, such as state, occupational specialty, zip code, etc.

10. News Releases

A free source of publicity to all or selected newspaper, radio and television stations. Since the media is not required to print or announce the release, you do not know what coverage will result. This source is especially productive in situations where many vacancies exist, such as when a new department is created.

11. Newspaper

This is a popular and effective means of recruitment. It is highly recommended to run a classified ad for recruitment purposes.

12. Outplacement

This term relates to private and public employers who are assisting permanently laid off employees in seeking new employment. The best ways to determine which employers are providing outplacement services are newspaper announcements and other media or by contacting local Job Service offices.

13. Posters

A professionally developed poster in public places is an inexpensive method of alerting potential applicants to vacancies.

14. **Radio**

This source is best used in connection with other types of recruitment such as newspaper ads or open houses. The reason is that much radio advertising is done during "drive time" when persons are going to or coming from work and don't have a ready means of writing down information about the vacancy. To increase the effectiveness of the broadcast say, "Look for our ad in the Sunday paper."

15. **Schools with Appropriate Majors**

Writing directly to the vocational schools, colleges, or universities that have appropriate majors can be an effective method of entry-level recruitment. Usually these vacancies will be announced in classes and posted on the schools' bulletin boards.

16. **State District Employee Associations**

Many district employee associations have a network established for those seeking work and jobs available.

17. **Transfers**

The possibility of transfers should also be explored. Persons working for a district or for other units of government may be looking for a career change. A letter to them summarizing your agency, the position, and location can be a very cost-effective technique.

18. **Veterans Recruitment Sources**

The majority of Job Service Offices provide job placement services for Veterans. A listing of primary Veterans recruitment sources is available from the Recruitment and Application Services Unit.

19. **Volunteer Activities**

Volunteering time to speak at post-secondary institutions or community organizations can reap future rewards, by creating interest in people towards working in your department.

Special Recruitment Situations

Non-citizens. According to a U.S. Supreme Court ruling, local governments cannot discriminate against non-citizens in employment. Non-citizens should be screened and evaluated only on their qualifications. Non job-related factors, such as citizenship, should not be used to evaluate candidates.

Veterans. Preferential treatment of veterans in the selection process is a long-established policy of the U.S. government. State laws governing such preference do not affect districts. Any policy established by a district regarding veterans preference should not violate the principle of getting the best possible candidate for the job.

Handicapped Persons. Experience has shown that handicapped employees have better than average safety and attendance records and are extremely productive. In some instances a doctor's certificate may be necessary to determine if the employment is in the best interest of the applicant's physical well-being. Handicapped applicants should be judged only on job-related factors.

Mentally Restored Persons. A mentally restored person

has experienced some mental or emotional difficulty, has received professional treatment either in or outside of an institution, and has been judged by competent medical authority as ready for return to normal activities including employment. A history of mental illness does not disqualify a person for employment if recovery has taken place and the person can perform the duties of the position. Mentally restored applicants should be considered the same as others who have recovered from a major illness.

Mentally Retarded Persons. Mental retardation is a chronic and life-long condition. In most cases it is an improvable handicap involving a limited but existing ability to learn, be educated and be trained for productive employment. Most mentally retarded persons are capable of useful employment and often make especially good employees in routine, repetitive positions. Their work safety rate is above average.

Minorities. Equal employment opportunity laws protect the employment rights of all minorities - Blacks, Hispanics, Orientals, Native Americans and other ethnic or national groups, as well as religious minorities. The ban on sex discrimination protects women from unfair employment. Every possible effort should be made to ensure equality.

Employment Applications

Application forms are important because they provide a permanent record, information about the applicant, and a screening device. In addition to an applicant's name, address, zip code, phone number, and social security number, the following information is generally obtained.

1. education and training
2. work experience
3. military service
4. convictions of crimes

Don't try to include everything on an application form. Request only the information that is job related and useful. Federal and many state and local laws prohibit requests for information that may result in discrimination. Be careful to avoid such requests. A sample application form for employment is included in this chapter (Exhibit 3.2). Be sure to check with applicant's references and past employers.

Interviewing Applicants

A personal, face-to-face interview is an important part of recruitment. It provides time to exchange information, and assess communication skills.

The interviewer should get as much information from the applicant as possible that will affect the decision to hire the applicant. In turn, the interviewer should provide the necessary information about the job and the district that will enable the applicant to make decisions. BE HONEST. Do not leave the person with any false impressions about the duties, the pay, the advancement possibilities, etc., of the position.

Conducting the Interview

The interviewer is in control of the interview and in a position to ensure its success. Tips include:

1. Encourage the applicant to talk. Ask a good lead-off question such as "Tell me about your last job."
2. Don't ask questions that can be answered "yes" or "no." Any "Tell me" question will help ensure the applicant talks.
3. Avoid controversy. Never interrupt an applicant. Avoid putting the applicant on the defensive by arguing or displaying authority, but do not avoid difficult questions.
4. Avoid leading questions, such as, "Doesn't your present job call for considerable planning?" Instead, ask "What planning responsibilities do you have in your present job?"
5. Make mental and written notes on key items. Review your reactions with other interviewers after each interview. Both district supervisors and the individual interviewed should follow up if questions develop after the interview. An interview evaluation form is included in this chapter as Exhibit 3.6. Be prepared to follow up on specific areas.
6. It is best if only those applicants suitable for the job are interviewed. If, however, it becomes apparent during the interview that the applicant is not suitable for the job, tell the person as diplomatically as possible. Be honest and don't lead the person on.
7. Give the applicant an opportunity to ask questions about district employment.
8. Be objective in your evaluation.

Application forms and interview questions should not violate the Civil Rights Act. Exhibit 3.4 covers those questions that may be asked and those that, if asked, might be considered a violation.

Employers have the right and obligation to know about the employee's skills, work experience and abilities. District supervisors should not take hiring lightly. It is much easier to hire than terminate an employee; in addition to the potential loss of time, training, and morale that accompany a poor hiring decision.

Types of Employment

The following definitions or classifications may be useful to districts in setting policy. They may be modified to fit a particular district's needs.

PERMANENT FULL-TIME EMPLOYEE:

An employee who has been hired to fill a continuing position requiring a minimum of 40 hours per week of work and who has successfully completed a probationary period. The employee is entitled to all fringe benefits.

PERMANENT PART-TIME EMPLOYEE:

An employee who has been hired to fill a continuing

position requiring less than 40 hours of work per week on a regular and recurring schedule and who successfully completed a probationary period. The employee may be entitled to all fringe benefits on a pro-rated basis.

TEMPORARY/SEASONAL EMPLOYEE:

An employee who has been hired to fill a position of limited duration, usually serves no probationary period, is paid an hourly wage for the hours actually worked and usually receives no fringe benefits.

INDEPENDENT CONTRACTOR:

An individual hired, usually through a legal and binding agreement, to perform detailed, specific services. The individual is generally paid either on commission or per service provided; available to the general public to perform services, and is responsible for supplying his/her own work facilities, tools and materials. The IRS has a 20 question guide that is designed to help employees assess whether a worker is indeed an independent contractor or an employee.

An employer does not generally have to withhold any taxes on payments to independent contractors or include them under the Worker's Compensation Insurance policy.

Recruitment And Placement Assistance

Following is a listing of groups which districts may contact for assistance with locating qualified applicants. Addresses and phone numbers for some of these groups are listed in Exhibit 3.3 of this chapter.

VOLUNTEERS

Districts may consider volunteers to enhance district programs. They may be recruited by the same resources as paid employees. Be sure to develop position descriptions, discuss specific duties/responsibilities, go over applicable district and office policies and provide training.

STATE PROGRAMS

The State Departments of Employment, Human Resources, Labor and Personnel Management have information regarding recruitment of applicants, and state employment programs that could be helpful to districts.

INSTITUTIONS OF HIGHER EDUCATION

Almost everyone is familiar with major colleges and universities and their curriculums, but fewer persons are familiar with the community colleges and vocational schools, despite the recent increase in the number of these institutions. Many of these schools produce candidates and interns that are exceptionally well qualified for a variety of district jobs. Districts should determine where these schools are and what they have to offer.

PUBLIC EMPLOYMENT PROGRAMS

All districts, especially those with limited funds, may find it

useful to take advantage of public employment programs. These programs operate in almost all parts of the country and can often supply much needed personnel at little or no cost to the district. Though assistance is provided "free," each district should thoroughly understand any responsibilities it might have for the employees regarding worker's compensation, unemployment insurance, retirement systems, etc. The following summary discusses some public employment programs.

GREEN THUMB, INC.

Title V of the Older America Community Service Act of 1978 re-authorized the Senior Community Service Employment Program (SCSEP). This program provides useful part-time employment for economically disadvantaged people 55 years of age or older. Its purpose is to provide additional income and to help elderly people to become involved in community life and to accomplish worthwhile services. Participants are paid near the federal minimum hourly wage, generally for a 20-hour workweek. They can work a maximum of 1300 hours per year, although they can continue in the program for as long as they desire. The main source of enrollees for districts under this program is through Green Thumb, Inc., which operates the program in rural areas. This is an excellent source of personnel. The address and telephone number of the Green Thumb National and State Headquarters are included in Exhibit 3.3 of this chapter.

Other contractors operate programs under the SCSEP but not to the extent of Green Thumb, Inc. Addresses and phone numbers of the national offices for these organizations are listed in Exhibit 3.3 of this chapter as well. Districts may contact them for further information.

JOB TRAINING PARTNERSHIP ACT (JTPA)

Job Training Partnership Act (JTPA) provides federally funded job training programs for people with barriers to employment and for those who have been laid off from their jobs. Conservation districts may qualify to acquire JTPA participants to assist with district programs. See Exhibit 3.3 for the administrative entity overseeing the JTPA in your county.

COLLEGE WORK STUDY PROGRAMS (CWSP)

The U.S. Department of Education grants monies to eligible colleges to provide part-time and vacation employment to students who need financial assistance. The college financial aid office determines eligibility and money available to each student under the program. The student, with the help of the financial aid office, then seeks employment with eligible employers (government agencies or non-profit organizations). During the school term the student averages 20 hours a week in working hours. This may sometimes be increased with the consent of the college.

Districts desiring to utilize the college work-study program should contact the college Financial Aid Officer. A written agreement must be made between the district and the college.

VOCATIONAL REHABILITATION

Administered by the Department of Social and Rehabilitation Services designed to help Kansas citizens with disabilities meet their employment goals. Clients receive intensive training and screening before placing them in a work-training situation. They also provide training to supervisors and counsel and work closely with clients who are on work-training jobs.

Contact the Kansas Department of Social and Rehabilitation Services, listed in Exhibit 3.3, for specific information about the program.

Equal Employment Opportunity¹

In passing the Civil Rights Act of 1964, Congress established as a compelling national priority that discrimination in employment be eliminated. As a public employer, districts are responsible for ensuring that discrimination on the basis of race, color, national origin, age, religion or sex does not occur in any aspect of employment, including advertising, recruitment, referrals, testing, hiring, assignment, transfer, promotion, training, apprenticeship, disciplinary action, layoff and recall, termination, compensation, benefits and all other terms, conditions, and privileges of employment. Following are some facts regarding discrimination laws in the U.S.

PREGNANCY

The Pregnancy Discrimination Act is an amendment to Title VII of the Civil Rights Act of 1964. Discrimination on the basis of pregnancy, childbirth or related medical conditions constitutes un-lawful sex discrimination under Title VII. Women affected by pregnancy or related conditions must be treated in the same manner as other applicants or employees with similar abilities or limitations.

RELIGIOUS

Title VII of the Civil Rights Act of 1964 prohibits employers from discriminating against individuals because of their religion in hiring, firing, and other terms and conditions of employment. The act also requires employers to reasonably accommodate the religious practices of an employee or prospective employee, unless to do so would create an undue hardship upon the employer (see also 29 CFR 1605).

Flexible scheduling, voluntary substitutions or swaps, job reassignment and lateral transfers are examples of accommodating an employee's religious beliefs.

¹1990, DECEMBER. U.S. EQUAL EMPLOYMENT OPPORTUNITY COUNCIL FACT SHEETS. FORM #S EE0C-FS/E-1, E-2, E-3, E-4, E-5.

HARASSMENT

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964.

Unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature

constitute sexual harassment when submission to or rejection of this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.

DISABILITIES

Title I of the Americans with Disabilities Act of 1990, which took effect July 26, 1992, prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job applications procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions and privileges of employment. An individual with a disability:

1. Has a physical or mental impairment which substantially limits one or more major life activities
2. Has a record of such an impairment
3. Is regarded as having such an impairment, or limitation

NATIONAL ORIGIN

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the basis of national origin as well as race, color, religion, and sex.

It is unlawful to discriminate against any employee or applicant because of the individual's national origin. No one can be denied equal employment opportunity because of birthplace, ancestry, culture, or linguistic characteristics common to a specific ethnic group. Equal employment opportunity cannot be denied because of marriage or association with persons of a national origin group; membership or association with specific ethnic promotion groups; attendance or participation in schools, churches, temples or mosques generally associated with a national origin group; or a surname associated with a national origin group.

A handbook for state, county and municipal governments regarding their responsibilities in the area of equal employment opportunity is available from (by writing) the U.S. Equal Employment Opportunity Commission, 1801 L. Street NW Washington, DC 20506, 1-800-669-4000.

Employment of Relatives

Hiring practices are defective if people in authority hire or influence others to hire members of their family (nepotism). A district should avoid even the appearance of favoritism associated with employing immediate family members of district supervisors, district employees, or agency personnel having close working relationships with districts.

District policies on nepotism can include:

1. Employees should not supervise other members of their family.
2. Those who make or influence selections should not hire their relatives.
3. When relatives of a district supervisor are employed in a conventional manner, selection should be

deferred to another supervisor or committee.

These recommendations are not for the purpose of depriving any citizen of an equal chance for a district job. They are made solely to eliminate the appearance of preferential treatment.

The definition of members of the immediate family should be determined by each district and included in the policy statement. Normally aunts, uncles, nephews or nieces by marriage, and cousins are not regarded as members of the family when establishing rules against nepotism. **District supervisors should avoid conduct that would appear to create a conflict of interest situation.**

Political Participation (Hatch Act)

Federal law prohibits certain partisan political activity by an officer or employee of a state or local agency under some circumstances. The Office of Special Counsel (OSC) has jurisdiction over the act. Any questions as to whether the law applies to an employee of a district should be addressed to: Office of Special Counsel, 1730 M St NW Suite 300, Washington, DC 20036, 202-653-7188.

Don't rely on the advice of friends, fellow workers, or others who may not have special knowledge of the law. Informational brochures concerning political activities of state and local agency employees are available from the OSC.

The following summary of the Hatch Act provisions was supplied by the Office of Special Counsel.

POLITICAL DO'S AND DON'TS FOR STATE AND LOCAL EMPLOYEES

An individual principally employed by a state or local executive agency in connection with a program financed in whole or in part by federal loans or grants...

- **May** be a candidate for public office in a nonpartisan election
- **May** campaign for and hold elective office in political clubs and organizations
- **May** actively campaign for candidates for public office in partisan and nonpartisan elections
- **May** contribute money to political organizations or attend political fund-raising functions
- **May** participate in any activity not specifically prohibited by law or regulation
- **May not** be a candidate for public office in a partisan election
- **May not** use official authority or influence for the purpose of interfering with or affecting the results of an election or a nomination for office
- **May not** directly or indirectly coerce contributions from subordinates in support of a political party or candidate

An election is partisan if any candidate for an elective public office is running as a representative of a political party whose presidential candidate received electoral votes at the preceding presidential election.

CAUTION: An employee's conduct is also subject to the laws of the state and the regulations of the employing agency. Prohibitions of the Hatch Act are not affected by state or local laws.

Verifying Employment Eligibility

The federal Immigration Reform and Control Act (IRCA) became effective July 1, 1987. The act requires all employers to verify that employees hired after May 31, 1987 are authorized to work in the United States.

²1991, JULY. U.S. OFFICE OF SPECIAL COUNSEL. "POLITICAL ACTIVITY AND THE STATE & LOCAL EMPLOYEE." U.S. GOVERNMENT PRINTING OFFICE; 1991 0-297-503 QL 3.

The district must complete Form I-9 (Employment Eligibility Verification), for all persons hired after May 31, 1987. Form I-9 must be completed by the employee within three business days of the date of hire.

The law requires employers to do the following : (1) have employees fill out their part of Form I-9 when they start work; (2) check documents establishing employees identity and eligibility to work; (3) properly complete Form I-9; (4) retain Form I-9 for at least three years (if the person is employed for more than three years, retain the Form until one year after the person terminates employment); (5) present the Form for inspection to an INS or Department of Labor (DOL) officer upon request. You will be given at least three days advance notice of the inspection.

Districts do not need to complete the form for: (1) persons hired before November 7, 1986; (2) persons hired after November 6, 1986 who left your employment before June 1,

1987; (3) persons who provide labor to you who are employed by a contractor providing contract services (e.g. employee leasing); (4) persons who are independent contractors.

Instructions for completing Form I-9 are contained in the *Handbook for Employers*, under Instruction for Completing Form I-9. The handbook may be obtained by writing: Immigration and Naturalization Service, Employee Relations Officer, 9747 North Conant Avenue, Kansas City, Missouri 64153, or call 1-800-777-7700.

Probationary Period

No interview process or testing procedure can accurately determine without question if a person is suited to a particular job. This is best accomplished by a trial period or test period of employment. The length of this test period varies considerably among employers, but should not be less than 90 days.

During this period, the employee should be carefully observed in actual work situations. At intervals throughout the probationary period the supervisor should discuss job performance with the employee. It should be made clear to the employee that the probationary period is a test period and that the evaluation of the employee's performance will determine whether the district wishes to retain the employee. Employers are encouraged to conduct an evaluation 30 days before the end of the probation period.

In some jurisdictions policies are established that restrict the use of various types of leave until the end of the probationary period. Some benefits, such as life insurance, health insurance and pension plans do not take affect until after probationary period. Any policy developed regarding benefits during the probationary period should be thoroughly discussed with the employee.

Forms

A variety of sample forms used in employment are included in this chapter as pages 3:10 to 3:12. They can be adopted as they are or modified to fit the needs of a particular district.

PLEASE NOTE: Exhibits 3.11 - 3.15 are sample forms only! Under the American's with Disabilities Act of 1990, medical questions may only be asked as a second stage to the hiring process, after the initial interview. Please call the number on page 3:13 if further questions arise regarding equal employment opportunities.

EXHIBIT 3.1 CHECKLIST FOR HIRING EMPLOYEES

EVALUATE NEEDS OF THE DISTRICT

COMPLETED

1. Develop and/or revise the position description
2. Establish minimum qualifications
3. Develop salary, budget and expenses to support the position

POSITION ANNOUNCEMENTS

1. Prepare position announcement
 - a. Set appointment deadline
 - b. Contact State Conservation Commission as needed
2. Advertise vacant position
 - a. Use lists of colleges, schools, and Vo-Techs, etc.
 - b. Use the list of state job services
 - c. Put advertisements in the newspaper and on the radio
 - d. Direct mailings to individuals who have resumes on file
 - e. Universities, colleges, vocational schools, community colleges
 - f. Professional organizations

PRE-INTERVIEW

1. Select an interview committee
2. Review the needs of the district
3. Review position description
4. Screen applications to select finalists based on minimum qualifications
5. Check with references and past employers
6. Schedule final oral interviews with selected finalists (45 minutes)
7. Send out "Confirmation to Interview" letters
8. Send out denial letters to non-finalists
9. Prepare interview questions and score-sheet
10. Develop interview format
11. Interview, including follow up and/or second interview
12. Mail responses to applicants

EXHIBIT 3.2 SAMPLE EMPLOYMENT APPLICATION

NAME <i>(last, first, middle)</i>		SOCIAL SECURITY NUMBER ____ - ____ - ____		DATE OF APPLICATION ____ - ____ - ____	
ADDRESS <i>(street, city, state, Zip Code)</i>				TELEPHONE (____) ____ - ____	
U.S. CITIZEN YES NO	TYPE OF VISA <i>(If not a U.S. citizen)</i>	POSITION DESIRED:	SALARY DESIRED:	DATE AVAILABLE FOR WORK ____ - ____ - ____	
HAVE YOU BEEN PREVIOUSLY EMPLOYED BY THE DISTRICT? IF YES, WHEN? ____ YES ____ NO			LIST ANY RELATIVES NOW OFFICIALLY ASSOCIATED WITH THE DISTRICT		
INDICATE AREAS YOU ARE WILLING TO WORK FULL-TIME ____ PART-TIME ____ TEMPORARY ____ SUMMER ____			INDICATE THE FOLLOWING <i>(in words/min.)</i> : TYPING SPEED ____ KEYBOARD SPEED ____		
EDUCATION AND TRAINING: <i>(include high school, GED, trade and vocational schools, undergraduate and graduate degrees)</i>					
NAME OF SCHOOL	ADDRESS, CITY, STATE	COURSE OF STUDY	DATES ATTENDED OR DATE DEGREE WAS RECEIVED	DEGREE, OR CREDITS COMPLETED	
LIST SPECIAL SKILLS, QUALIFICATIONS OR ACCOMPLISHMENTS RELATED TO POSITION YOU ARE APPLYING FOR					
LIST ANY PROFESSIONAL SOCIETY MEMBERSHIPS					
LIST CURRENT PROFESSIONAL OR VOCATIONAL LICENSES AND CERTIFICATES					
DO YOU HAVE A VALID STATE DRIVER'S LICENSE? ____ YES ____ NO		IF YES, HAS YOUR LICENSE EVER BEEN SUSPENDED OR REVOKED? ____ YES ____ NO		IF YES, PLEASE EXPLAIN:	
HAVE YOU EVER BEEN CONVICTED OF A CRIMINAL OFFENSE? ____ YES ____ NO					
ARE YOU CURRENTLY OUT ON BAIL OR ON YOUR OWN RECOGNIZANCE PENDING TRIAL? ____ YES ____ NO					
HAVE YOU EVER BEEN CONVICTED OF DRIVING UNDER THE INFLUENCE OF ALCOHOL OR DRUGS? ____ YES ____ NO					
<i>(If your answer is yes to any of these questions please explain on a separate sheet of paper reporting all cases and dates except minor traffic violations, sealed or juvenile convictions.)</i>					
LIST THREE (3) PEOPLE FOR REFERENCES WHO ARE NOT RELATED TO YOU AND WHO WILL NOT BE RECORDED AS SUPERVISORS UNDER THE WORK EXPERIENCE SECTIONS					
FULL NAME AND TITLE		TELEPHONE <i>(include Area Code)</i>		ADDRESS <i>(street, city, state, Zip Code)</i>	

EXHIBIT 3.2 SAMPLE EMPLOYMENT APPLICATION (continued)

Employment History: (list below your work experience beginning with your present or most recent job)			
Name of Employer		Telephone	Job Title
Address (street, city, state, Zip Code)		Supervisor's Name, Title & Telephone Number	May we contact this supervisor? (Please circle one) Yes No
Describe Work Performed			
Date Started	Date Ended	Wage Rate	Reason for Leaving
Name of Employer		Telephone	Job Title
Address (street, city, state, Zip Code)		Supervisor's Name, Title & Telephone Number	May we contact this supervisor? (Please circle one) Yes No
Describe Work Performed			
Date Started	Date Ended	Wage Rate	Reason for Leaving
Name of Employer		Telephone	Job Title
Address (street, city, state, Zip Code)		Supervisor's Name, Title & Telephone Number	May we contact this supervisor? (Please circle one) Yes No
Describe Work Performed			
Date Started	Date Ended	Wage Rate	Reason for Leaving
Name of Employer		Telephone	Job Title
Address (street, city, state, Zip Code)		Supervisor's Name, Title & Telephone Number	May we contact this supervisor? (Please circle one) Yes No
Describe Work Performed			
Date Started	Date Ended	Wage Rate	Reason for Leaving
I certify that the above information is correct and complete to the best of my knowledge and belief. I make this statement with the knowledge that any false or misleading statement or omission of material fact MAY BE SUFFICIENT CAUSE FOR DISMISSAL. I authorize the district to verify any of the information I have submitted in this application.			
Signature _____ Date _____			

EXHIBIT 3.3 RECRUITMENT AND PLACEMENT ASSISTANCE

NATIONAL

GREEN THUMB INC.
NATIONAL HEADQUARTERS
2000 NORTH 14TH ST STE 800
ARLINGTON VA 22201
(703) 522-7272 FAX (703) 522-0141

NATIONAL URBAN LEAGUE
ELDERLY
ATTN: RECRUITMENT
500 EAST 62ND ST
NEW YORK NY 10021
(212) 310-9000

NATIONAL COUNSEL ON THE AGING
ATTN: PERSONNEL DIRECTOR
409 3RD ST SW STE 200
WASHINGTON DC 20024
(202) 479-6615

THE NATIONAL CENTER ON BLACK AGED, INC.
ATTN: PERSONNEL
1424 K STREET, NW STE 500
WASHINGTON DC 20005
(202) 637-8400

NATIONAL ASSOCIATION FOR HISPANIC

ATTN: NATIONAL COORDINATOR
3325 WILSHIRE BLVD STE 800
LOS ANGELES CA 90010

SENIOR AIDES PROGRAM
NATIONAL COUNCIL OF SENIOR CITIZENS
1331 F STREET NW
WASHINGTON DC 20004
(202) 347-8800 FAX (202) 624-9595

STATE

OKLAHOMA/KANSAS STATE OFFICES
GREEN THUMB INC
PO BOX 23438
OKLAHOMA CITY OK 73123
(405) 495-1415

KANSAS REHABILITATION SERVICES
KANSAS DEPT OF SOCIAL AND REHABILITATION SERVICES
BIDDLE BLDG 1ST FL
300 SW OAKLEY
TOPEKA KS 66606
(1-900)432-2326

EMPLOYMENT PREPARATION SERVICES
KANWORK PROGRAM
CONTACT LOCAL SRS OFFICE

EXHIBIT 3.3 RECRUITMENT AND PLACEMENT ASSISTANCE (continued)

Job Training Partnership Act Administrative Entities

Employment and Training Service Delivery Areas

JTPA ADMINISTRATIVE ENTITY

SDA I: Glenn Fondoble
Area Supervisor
Kansas Dept. of Human Resources
332 East 8th Street
Hays, KS 67601
(913) 628-1014

SDA IV: Earline Wesley, Dir.
Dept. of Human Services
455 North Main
Wichita, KS 67202
(316) 268-4691

SDA II: Jeff Forrest
Executive Director
SDA II PIC, Inc.
117 S.W. Tenth
Topeka, KS 66612
(913) 234-0500

SDA V: Steve Barnett
Area Supervisor
Kansas Dept. of Human Resources
3008 North Joplin
Pittsburg, KS 66762
(316) 232-2620

SDA III: Ann Conway
Executive Director
SDA III PIC, Inc.
Gateway Centre Tower II, Suite 717
4th & State Avenue
Kansas City, KS 66101
(913) 371-1607

EXHIBIT 3.4 GUIDANCE FOR INTERVIEW QUESTIONS

TOPIC	O.K. TO ASK	QUESTIONABLE
Name	Ask applicant for other names under which employed or educated (for reference checking purposes only)	Ask applicant for maiden name, previous names of relatives, etc.
Arrests	Ask if applicant has been convicted of a crime, and if so, for details - Indicate that this is not an automatic bar to employment	Ask if applicant has ever been arrested
Address	Ask applicant for address. Tell applicant of district continuing residency requirements, if any	Limit geographical area in accepting applications
Birth Place/Ancestry	Questions regarding this topic are unnecessary	Ask applicant for birthplace of self or relatives Ask applicant to disclose ancestry or relatives Ask applicant to disclose ancestry or national origin
Age	Ask applicant age if for bona fide occupational qualification or minimum age laws	Ask applicant age
Religion	Tell applicant the workweek requirements to deter any conflict	Ask applicant for any information regarding religion (creed, holidays, preference)
Race/Color	Tell applicant a photograph may be required after hiring	Ask applicant for photograph before hiring Ask applicant for eye or hair color
Citizenship	Ask if applicant is a U.S. citizen or intends to become one	Ask applicant if self or relatives are naturalized or native born citizens or request citizenship dates
Education/Experience	Ask applicant about education and work experience	Ask applicant in what country attended school
Relatives	Ask for names and addresses of persons to be notified in "an emergency"	Ask a male applicant the maiden name of wife or mother

EXHIBIT 3.4 GUIDANCE FOR INTERVIEW QUESTIONS (continued)

TOPIC	O.K. TO ASK	QUESTIONABLE
Military	Ask applicant about military experience in the U.S. Armed Forces or State Militia	Ask applicant about foreign military experience Ask applicant to produce military discharge papers before hiring.
Memberships	Ask applicant about memberships in organizations which do not disclose race, religion, or national origin Ask if applicant belongs to a specific organization - (which advocates the violent overthrow of the U.S. government)	Ask applicant about memberships in organizations which would indicate religion, race or national origin
Child Care		Ask applicant about child care arrangements
Marital		Ask applicant about marital status, spouse's name or occupation, prior married name, Mr., Mrs., etc.
Saturday/Sunday Work	Tell applicant that job may involve work on these days and that a reasonable effort will be made to accommodate personal needs	
Height/Weight	Ask applicant for height and weight only if bona fide occupational qualification.	
Salary	Ask applicant for salary desired, or salary history	Ask applicant for lowest salary acceptable
Credit		Ask applicant for credit information (charge accounts, home ownership)

EXHIBIT 3.5 EXAMPLE INTERVIEW QUESTIONS

Listed below are 26 sample interview questions. You need not use all of these questions in the interview. Rather, you should pick the questions that are most appropriate to the position being filled. Each candidate for a particular position should be asked the same questions.

1. What knowledge do you possess of conservation districts and their objectives?
2. What is your perception of the various duties and responsibilities required of this position?
3. Briefly tell us of your previous professional or personal experiences you feel qualify you for this position.
4. How much contact have you had with the public in your current and previous jobs? Do you enjoy working with the public? How about children?
5. What experience do you have writing or drafting correspondence?
6. Describe any experience you may have in bookkeeping or computing payroll.
7. Tell us about any public speaking experiences you may have had.
8. What supervisory experience do you possess?
9. Would you describe yourself as a "team player"? Explain.
10. How often and to what extent are you currently utilizing a typewriter, calculator, copier and personal computer? What software programs are you familiar with?
11. How would you describe your attendance at your present and past jobs?
12. What job have you enjoyed the most, least? Explain.
13. What strengths would you bring with you to this position?
14. What weaknesses do you have that might affect your job performance?
15. What kind of things are important to you in a job and why?
16. Tell us about any activities or accomplishments at your current or previous jobs that you are particularly proud of.
17. Let's say that you have several things needing to be done, how would you go about prioritizing them?
18. Would you consider yourself a self-motivated person? Why?
19. Have you encountered difficult people in previous work experience? If so, describe the situation and how you dealt with them. Looking back, would you handle the situation differently? If so, how?
20. This position requires occasional attendance at night meetings or overnight functions. Would this cause you any problems?
21. What was the reason for leaving or looking to leave past and present jobs?
22. Why do you want this job?
23. Is there anything else you would like to tell us about yourself?
24. If you were selected to fill this position, when could you report for work?
25. Do you have any other questions about this job, benefits or about conservation districts?
26. Are you still interested in this job?

Other questions can be developed relating to the specific job to be performed. These might include more specific questions about technical experience, clerical qualifications or management skills. Questions should be designed to encourage the applicant to talk. "Tell me" questions work well for this.

Make mental and written notes throughout the interview. Review your reactions with other interviewers after each interview. Both district supervisors and the individual interviewed should follow up if questions develop after the interview.

EXHIBIT 3.6 SAMPLE INTERVIEW EVALUATION FORM

HAPPY COUNTY CONSERVATION DISTRICT		INTERVIEW EVALUATION RECORD	
Position	Candidate's Name	Interview Date/Time	Selection Order <small>(Rank after interviews completed)</small>
EVALUATION			
<p>KNOWLEDGE: Factors to consider include education, professional and personal experience. (Check one)</p> <p style="text-align: center;"> <input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Marginal <input type="checkbox"/> Unsatisfactory </p>			
COMMENTS:			
<p>SKILLS: Factors to consider include office equipment abilities, secretarial, bookkeeping, managerial, organizational, computer and communication skills, and problem solving capabilities. (Check one)</p> <p style="text-align: center;"> <input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Marginal <input type="checkbox"/> Unsatisfactory </p>			
COMMENTS:			
<p>ATTITUDE: Factors to consider include confidence, initiative, willingness to work, motivation, flexibility, sensitivity to people, work ethic and ability to develop and maintain effective working relationships. (Check one)</p> <p style="text-align: center;"> <input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Marginal <input type="checkbox"/> Unsatisfactory </p>			
COMMENTS:			
<p>OVERALL ASSESSMENT: Factors to consider include meeting minimum qualification standards, professionalism, and possesses the overall skills, knowledge, and attitude to perform the duties and responsibilities of this job position.</p> <p style="text-align: center;"> <input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Marginal <input type="checkbox"/> Unsatisfactory </p>			
COMMENTS:			
<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="width: 40%;"> <p>_____</p> <p>Interviewer's Signature</p> </div> <div style="width: 15%;"> <p>_____</p> <p>Date</p> </div> <div style="width: 40%;"> <p>_____ a.m./p.m.</p> <p>Time Interview Completed</p> </div> </div>			

EXHIBIT 3.7 SAMPLE RESPONSE LETTER

September 1, 2000

Dear _____:

Thank you for indicating your interest in the position of district secretary with the Happy County Conservation District.

I have enclosed our job announcement, which gives a description of the position and outline of the qualifications we are seeking. If you are interested, we would be pleased to receive your resume. Resumes must be submitted, no later than 5 p.m., September 12.

Please call me at 913-555-1234 if you have questions or desire further information.

Sincerely,

Earnest R. Wiseman, Chairman
Happy County Conservation District

Enclosure

EXHIBIT 3.8 SAMPLE CONFIRMATION OF ACCEPTANCE LETTER

September 17, 2000

Dear _____:

I am pleased that you have accepted the position of District Secretary with the Happy County Conservation District.

Your appointment is effective September 24, 2000 at a rate of \$_____ per hour. Your position will serve a probationary period of _____ months. Upon satisfactory performance, the probationary period will end on _____.

Ima Good, the district manager, will complete the necessary documents for your appointment and will discuss with you benefits available and any concerns you may have regarding your employment with the district.

We look forward to having you as part of our staff.

Sincerely,

Earnest R. Wiseman, Chairman
Happy County Conservation District

EXHIBIT 3.9 SAMPLE REJECTION LETTER

September 17, 2000

Dear _____:

On behalf of the interview team, I thank you for taking time to interview for the District Secretary's position with the Happy County Conservation District. While your qualifications and experience were judged favorably relative to the requirements of the position, the interview team has, nevertheless, recommended the appointment of another applicant who we believe will best meet the needs of this position.

This has been a very difficult decision with so many well-qualified applicants from which to choose. We hope you will not be discouraged from considering other district job opportunities.

Your interest in employment with the conservation district is appreciated. We will keep your application on file in the event of a similar opening.

Sincerely,

Ernest R. Wiseman, Chairman
Happy County Conservation District

EXHIBIT 3.10 NEW EMPLOYEE CHECKLIST

ITEM	COMPLETED
1. Complete district employment contract.	_____
2. Give new employee a copy of the district personnel policy.	_____
3. Employee's Oath signed and notarized before entering duties of employment. Submit copy to State Conservation Commission (SCC) and file original. (Located in CD Handbook, ADM Section.)	_____
4. Complete any district required emergency information and medical forms.	_____
5. If applicable, sign the district's Compensatory Time Off Agreement.	_____
6. Complete Notice of Personnel Action form and send original to SCC. (Located in CD Handbook, ADM Section.)	_____
7. Complete Form I-9, Employment Eligibility Verification. (instructions and form: www.uscis.gov/graphics/formsfee/forms/files/i-9.pdf)	_____
8. Report new hire to the Kansas Department of Labor. (instructions: www.dol.ks.gov/ui/html/newhires_BUS.html)	_____
9. Complete federal Form W-4, withholding tax worksheet/allowance certificate. (instructions and form: www.irs.ustreas.gov/pub/irs-pdf/fw4.pdf)	_____
10. Contact worker's compensation insurance carrier.	_____
10. If applicable, make sure this job position is covered by the district surety bond. (See CD Handbook, ADM Section, for surety bond information.)	_____
11. If applicable, new employee signs bank signature card(s).	_____
12. If applicable, enroll in health, retirement and/or life insurance plan(s).	_____
13. Districts who participate in the Kansas Public Employees Retirement System (KPERS), notify KPERS if new employee is appointed as the district's designated agent and complete KPERS-2, Designation of Agent form. (Eligible employees with no prior service credit enroll in program following one year of continuous employment.)	_____
14. If applicable, district board authorizes the new employee to process and electronically submit state cost-share forms to SCC. (See SCC CSIMS User's Guide for instructions on Setting Password for New User.)	_____
15. Read and become familiar with the <i>Kansas Conservation District Handbook</i> , <i>SCC Programs Manual</i> , <i>You, The Conservation District Employee</i> (KACD Employees Organization), and if applicable NRCS technical guides and manuals.	_____
16. New employee and immediate supervisor develop performance appraisal standards, and if applicable, in consultation with the district conservationist.	_____
17. Schedule orientation/training sessions.	_____

EXHIBIT 3.11 EMERGENCY INFORMATION SHEET

Name: _____ Social Security Number ____ - ____ - _____

Home Address: _____ Phone () _____

Mailing Address: _____ City _____ State _____ Zip _____

In case of emergency, please notify either:

1. Name: _____ Relationship: _____

Home Phone () _____ Business Phone () _____

2. Name: _____ Relationship: _____

Home Phone () _____ Business Phone () _____

Sitter or Day Care: _____ Phone () _____

Personal Physician: _____ Phone () _____

Insurance Company (medical): _____

Phone () _____ Policy Number _____

Emergency Medical Information: (please include all allergies and medication)

Employee Signature: _____

Date: _____

EXHIBIT 3.12 *SAMPLE MEDICAL EXAMINATION

MEDICAL EXAMINATION

Part A. To be completed by applicant or employee (*type or print in ink*)

1. NAME (<i>last, first, middle</i>)	2. SOCIAL SECURITY NUMBER ____ - ____ - ____	3. GENDER M F	4. DATE OF BIRTH ____ - ____ - ____ mo day yr
5. DO YOU HAVE ANY MEDICAL DISORDERS OR PHYSICAL IMPAIRMENTS WHICH WOULD INTERFERE IN ANY WAY WITH THE FULL PERFORMANCE OF DUTIES SHOWN BELOW? (Please consider: Anaphylactic shock history __, past experience with aspirin __, and history of past diseases __.) YES NO (If YES, explain fully to the examining physician)		6. I CERTIFY THAT ALL THE INFORMATION GIVEN BY ME IN CONNECTION WITH THIS EXAMINATION IS CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF. _____ (signature of applicant)	

Part B. To be completed by employer before examination

1. PURPOSE OF EXAM: PREAPPOINTMENT ____ OTHER ____	2. POSITION TITLE:	
3. BRIEF DESCRIPTION OF WHAT POSITION REQUIRES EMPLOYEE TO DO:		
4. CIRCLE THE NUMBER PRECEDING EACH FUNCTIONAL REQUIREMENT AND EACH ENVIRONMENTAL FACTOR ESSENTIAL TO THE DUTIES OF THIS POSITION. LIST ANY ADDITIONAL ESSENTIAL FACTORS IN THE BLANK SPACES.		
	A. FUNCTIONAL REQUIREMENTS	
1. Heavy lifting, 45 pounds and over 2. Moderate lifting, 15-44 pounds 3. Light lifting, under 15 pounds 4. Heavy carrying, 45 pounds and over 5. Moderate carrying, 15-44 pounds 6. Light carrying, under 15 pounds 7. Straight pulling (hours) 8. Pulling hand over hand (hours) 9. Pushing (hours) 10. Reaching above shoulder 11. Use of fingers 12. Both hands required 13. Walking (hours)	14. Standing (hours) 15. Crawling (hours) 16. Kneeling (hours) 17. Repeated bending (hours) 18. Climbing, legs only (hours) 19. Climbing, use of legs and arms 20. Both legs required 21. Operation of crane, truck, tractor, or motor vehicle 22. Ability for rapid mental and muscular coordination simultaneously 23. Near vision correctable at 13" to 16" to Jaeger 1 to 4	24. Far vision correctable in one eye to 20/20 and to 20/40 in the other 25. Far vision correctable in one eye to 20/50 and to 20/100 in the other 26. Specific visual requirement (<i>specify</i>) 27. Both eyes required 28. Depth perception 29. Ability to distinguish basic colors 30. Ability to distinguish shades of colors 31. Hearing (aid permitted) 32. Hearing without aid 33. Specific hearing requirements (<i>specify</i>) 34. Other (<i>specify</i>)
	B. ENVIRONMENTAL FACTORS	
1. Outside 2. Outside and inside 3. Excessive heat 4. Excessive humidity 6. Excessive dampness or chilling 7. Dry atmospheric conditions 8. Excessive noise, intermittent	9. Constant noise 10. Dust 11. Fumes, smoke or gases 12. Grease and oils 13. Slippery or uneven walking surfaces 14. Working around machinery with moving parts	15. Working around moving objects or vehicles 16. Explosives 17. Working closely with others 18. Working alone 19. Protracted or irregular hours of work 20. Other (<i>specify</i>)

Part C. To be completed by examining physician

1. EXAMINING PHYSICIAN'S NAME (<i>type or print</i>)	2. ADDRESS (<i>including ZIP Code</i>)
3. SIGNATURE OF EXAMINING PHYSICIAN _____ (Signature) (date)	
IMPORTANT: After signing, return the entire form intact in the envelope which the person you examined gave you.	

* This form should be used when the physical requirements of the position require a licensed physician's evaluation of the candidate's ability to perform the job.

EXHIBIT 3.12 SAMPLE MEDICAL EXAMINATION (continued)

MEDICAL EXAMINATION

Part C. continued

NOTE TO EXAMINING PHYSICIAN: The person you are about to examine will have to cope with the functional requirements and environmental factors listed under part B, 3 & 4 on the other side of this form. Please take them into consideration as you make your examination and report your findings and conclusions.

1. HEIGHT: _____ FEET, _____ INCHES. **WEIGHT:** _____ POUNDS.

2. EYES: 20 20 20 20
 (a) Distant vision (Snellen): without glasses: right left ; with corrective lenses, if worn: right left .
 (b) Longest and shortest distance at which the following specimen of Jaeger No. 2 type can be read by the applicant?
TEST EACH EYE SEPARATELY:

without corrective lenses: R. _____ in. to _____ in. L. _____ in. to _____ in.
 with corrective lenses, if used: R. _____ in. to _____ in. L. _____ in. to _____ in.

(c) Color vision: Is color vision normal when Ishihara or other color plate test is used? YES NO
 If not, can applicant pass lantern, yarn or other comparable test? YES NO

3. EARS: (Consider denominators indicated here as normal. Record as numerators the greatest distance heard.)

Ordinary conversation:

Audiometer (if given):

250	500	1000	2000	3000	4000	5000	6000	7000	8000
-----	-----	------	------	------	------	------	------	------	------

RIGHT EAR _____; LEFT EAR _____
 20ft. 20ft.

4. OTHER FINDINGS: In items a. - l., briefly describe any *abnormality* (including diseases, scars, and disfigurements). Include brief history, if pertinent. If normal, so indicate.

a. Eyes, ears, nose, and throat (including tooth and oral hygiene)

e. Abdomen

b. Head and back (including face, hair, and scalp)

f. Peripheral blood vessels

c. Speech (note any malfunction)

g. Extremities

d. Skin and lymph nodes (including thyroid gland)

h. Urinalysis (if indicated)

Sp. gr. _____ Sugar _____ Blood _____
 Albumen _____ Casts _____ Pus _____

i. Respiratory tract (X-ray if indicated)

j. Heart (size, rate, rhythm, function)

Blood pressure _____ Pulse _____ EKG (if indicated) _____

k. Back (special consideration for positions involving heavy lift and other strenuous duties)

l. Neurological and mental health

CONCLUSIONS: Summarize below any medical findings which, in your opinion, would limit this person's performance of the job duties and/or would make him a hazard to himself or others. If none, so indicate. _____ No limiting conditions for this job. _____ Limiting conditions as follows:

EXHIBIT 3.13 EXAMPLE PHYSICIAN'S STATEMENT - PRENATAL CONDITION

PATIENT'S NAME: _____

PRESENT POSITION: _____

HOME ADDRESS: _____ PHONE _____

A. District Policy:

This employee has been requested to obtain a statement from her physician regarding her prenatal condition. As the employer, we are interested and concerned about her health. Also, we need to be aware whether her continued employment in the position indicated will in any way be injurious to the employee's health.

Will you please provide us a statement regarding the approximate delivery date, the advisability of the employee to continue working, as well as any other comments that you believe are pertinent to the employee's health situation. Your evaluation comments will be treated in confidence.

B. Physician's Statement: _____ Date: _____

1. Approximate Delivery Date is: _____

2. Comments: _____

3. It will not be injurious to my patient's health to continue her employment in her present position.

(Physician's Signature)

C. Employer - Employee Agreement

After reviewing your Physician's Statement and in accordance with District Policy, you may continue in your present assignment. If you experience any personal problems related to your pregnancy and such problems interfere with your general job performance, the district reserves the right to establish a specific separation date.

Employee Signature

Date

District Chair Signature

EXHIBIT 3.14 *SAMPLE STATEMENT OF PHYSICAL ABILITY FOR LIGHT DUTY WORK

STATEMENT OF PHYSICAL ABILITY FOR LIGHT DUTY WORK INSTRUCTIONS TO APPLICANT

Please read instructions for each section carefully before answering the questions. Type or print answers in ink. If additional details are required, use Section D. After completing this statement, be sure to sign and date it in Section E. Your replies will be evaluated in terms of the particular position for which you are applying. (AT THE DISCRETION OF THE DISTRICT, A MEDICAL EXAMINATION MAY BE REQUIRED.)

IDENTIFICATION OF APPLICANT

NAME (<i>last, first, middle</i>)	DATE OF BIRTH ____ - ____ - ____ mo day yr	SOCIAL SECURITY NUMBER ____ - ____ - ____
ADDRESS (<i>number, street, city, state and Zip Code</i>)		TITLE OF POSITION APPLIED FOR

Answer each item by circling YES or NO for each question. If you answer YES to any item, give additional details in Section D.

1. Do you have any difficulty:
 - a. reading small newspaper print (glasses permitted)? YES NO
 - b. reading ordinary newspaper headlines with glasses? YES NO
 - c. seeing distant objects with either eye (glasses permitted)? YES NO
2. Do you have difficulty distinguishing basic colors (red, green, blue)? YES NO
3. Do you have difficulty distinguishing shades of colors? YES NO
4. Do you have any hearing problem, including hearing telephone conversations (hearing aid permitted)? YES NO
5. Do you wear a hearing aid? YES NO
6. Do you have any speech impairment which hinders:
 - a. person-to-person conversation? YES NO
 - b. telephone conversation? YES NO
 - c. talking to groups of people? YES NO
7. Do you have an amputation or abnormality of a leg, foot, arm, hand and/or finger? YES NO
8. Do you have difficulty using arms, hands, or fingers for reaching in any direction, grasping, handling, or fingering? YES NO
9. Do you have any disease or disability which would make your employment in light duty work a hazard to yourself or others? YES NO

SECTION A - PHYSICAL LIMITATIONS

Answer each item by circling YES or NO to show your physical ability to carry out the listed activities during each work day. If you answer NO to any item, give additional details in Section D.

- During the work day are you physically able to perform activities involving:
1. Sitting for long periods of time? YES NO
 2. Standing for long periods of time? YES NO
 3. Some walking on flat surfaces, slight inclines, and occasionally climbing stairs? YES NO
 4. Frequent walking and/or climbing of stairs or steep inclines? YES NO
 5. Occasional pushing and pulling motions as needed? (For example, opening and closing doors, drawers, etc.) YES NO
 6. Frequent pushing and pulling motions? (For example, frequent opening and closing file drawers) YES NO
 7. Occasional bending, stooping, and crouching? (For example, reaching the bottom shelf of a supply cabinet) YES NO
 8. Frequent bending, stooping and crouching? (For example, frequently opening and closing lower file drawers) YES NO
 9. Occasionally lifting objects weighing up to 10-12 lbs. and frequently carrying lightweight items? (For example, ledgers, dockets, or light weight equipment) YES NO
 10. Occasionally lifting objects weighing up to 20 - 25 lbs. and frequently carrying objects weighing up to 10 - 12 lbs? YES NO

SECTION B - PHYSICAL ENDURANCE FACTORS

(continued on reverse side)

*(This form should be used where the maximum physical requirements do not exceed those identified on this form and which can be evaluated by less than a licensed physician.)

EXHIBIT 3.14 EXAMPLE STATEMENT OF PHYSICAL ABILITY FOR LIGHT DUTY WORK (continued)

Some positions may involve unusual working conditions or working outside. Answer each item by circling YES or NO. If you answer NO to any item give additional details in Section D.

Can you work under the following conditions:

- | | | | |
|-------------------------------------|--------|---|--------|
| 1. Outside (frequently)..... | YES NO | 9. Dusty atmospheres | YES NO |
| 2. Severe heat | YES NO | 10. Some exposure to fumes, smoke or gases | YES NO |
| 3. Severe cold | YES NO | 11. Some contact with solvents, greases, and oils | YES NO |
| 4. Severe humidity | YES NO | 12. Occasional walking over rough terrain..... | YES NO |
| 5. Severe dampness or chilling..... | YES NO | 13. Working alone..... | YES NO |
| 6. Dry atmospheric conditions | YES NO | 14. Occasional travel | YES NO |
| 7. Severe noise..... | YES NO | 15. Frequent travel | YES NO |
| 8. Constant noise | YES NO | | |

SECTION C - ENVIRONMENTAL ENDURANCE FACTORS

SECTION D - ADDITIONAL DETAILS

This space is for detailed answers to Sections A, B, and C. (<i>Give Section Letter and Item Number</i>)			
Item No.		Item No.	

IF YOU NEED MORE SPACE, ATTACH ADDITIONAL SHEETS

SECTION E - CERTIFICATION BY APPLICANT

I CERTIFY that all the information I have furnished is correct to the best of my knowledge and belief.

(Applicant's Signature)

(Date)

EXHIBIT 3.15 SAMPLE EMPLOYMENT CONTRACT

CONSERVATION DISTRICT EMPLOYMENT CONTRACT

This employment contract, made on this ____ day of _____, 19____ by, and between, the _____ County Conservation District, herein referred to as the Employer, and _____, herein referred to as the Employee, sets forth certain employment conditions and agreements as follows:

SECTION I - IDENTIFICATION OF EMPLOYEE

- A. Name (*last, first, middle*) _____ Phone _____
- B. Address (*number, street, city, state and Zip Code*) _____
- C. Social Security Number ____ - ____ - _____

SECTION II - EMPLOYMENT SPECIFICATIONS

- A. The Employee's headquarters will be located at: _____
- B. The Employee will perform the services of: ____ District Clerk ____ District Manager
(Check one) ____ District Secretary Other _____
- C. Employee status: (*Check one*) ____ Probation
____ Permanent Full-Time ____ Temporary Full-Time
____ Permanent Part-Time ____ Temporary Part-Time
- D. The Employee's immediate supervisor is: _____
- E. Rate of pay is \$ _____ per _____ while employed. The Employee shall work ____ hours per week.
Payday is _____.
- F. Workweek begins _____; workweek ends _____ (workweek is a regular recurring period of 168 hours in the form of seven consecutive 24 hour periods).
Normal working hours are _____ to _____ Monday Tuesday Wednesday Thursday Friday (circle).
Breaks _____, Lunch _____.
- G. FLSA Status: (*Check one*) ____ Exempt ____ Non-Exempt
- H. Performance Appraisal will be _____ and conducted by _____
- I. All work-related travel by private vehicle shall be pre-approved by the conservation district board, and will be reimbursed at the current IRS maximum mileage rate.

SECTION III. - BENEFITS

Check all items that apply and fill in the correct amounts.

- A. Health and Life Insurance
- ____ No money will be paid to the Employee for the purchase of health or life insurance nor will the Employer purchase health or life insurance for the Employee.
- ____ The Employee is to be paid \$ _____ per month for use in securing *health* insurance. This amount will be added to the wages/salary.
- ____ The Employee is to be paid \$ _____ per month for use in securing *life* insurance. This amount will be added to the wages/salary.
- ____ The Employer will provide \$ _____ per month toward the purchase of health insurance to be deposited in a separate account for automatic withdraw by the insurance company.

EXHIBIT 3.15 SAMPLE EMPLOYMENT CONTRACT (continued)

SECTION III. - BENEFITS (cont.)

_____ The Employer will purchase *health* insurance for the Employee at a rate of \$ _____ per month.

_____ The Employer will purchase *life* insurance for the Employee at a rate of \$ _____ per month.

_____ The Employer's share is one half of Social Security & Medicare, with the Employee's share being deducted from the gross wages/salary. *(Social Security Tax is required for part-time or full-time employees if not already covered by a social security approved retirement program and Medicare Tax is required by law.)*

_____ Other: _____

B. Retirement

The Employer will contribute: *(Check appropriate)*

_____ Not Applicable

_____ Employer's share of KPERS paid with eligible employee's share, being deducted from gross wages/salary. _____ per month

_____ \$ _____ to be deposited in retirement account by the Employer _____ per _____

_____ \$ _____ to be deposited in retirement account by the Employee _____ per _____

_____ \$ _____ for _____ _____ per _____

C. Leave Time *(Check all items that apply and fill in the correct amounts)*

_____ Not Applicable

_____ Annual Leave earned at the rate of _____ per _____.

_____ Sick Leave earned at the rate of _____ per _____.

_____ Holiday Leave

(See Conservation District Personnel Policy Handbook for specific leave information.)

SECTION IV. - FUNDING EFFECTS UPON CONTRACT

Carrying out the provisions of this agreement may be contingent upon the financial support the Employer receives from state and local sources. The Employer reserves the privilege to renegotiate or cancel the contract if adequate funding is not received.

Check here if not applicable _____

SECTION V. - EFFECTIVE DATE AND TERMINATION OF CONTRACT

A. This agreement will be in effect from _____ 19__ through _____ 19__.

B. This agreement may also be terminated by either the Employee or the Employer under the terms of the Agreement for Employment upon 2 weeks written notice of such termination or as mutually agreed by both parties.

SECTION VI - AGREEMENT AMENDMENTS

No amendments to this agreement shall take effect during the effective contract date and termination of contract until approved by the Employer and the Employee in writing.

Employer *(Conservation District Chair)* _____ Date _____ Employee _____ Date _____

AMENDMENTS TO CONTRACT:

Employer *(Conservation District Chair)* _____ Date _____ Employee _____ Date _____